



FALL 2000

THE ARMY ACQUISITION WORKFORCE

Defining the New Workforce

Excerpted from an article by Tim McClellan and LTC Scott Lambert in the September/October 2000 issue of AL&T Magazine

On May 17, 2000, the Director of Acquisition Career Management (DACM) and the President of the Defense Acquisition University (DAU) agreed to establish a working group, including DACM and DAU representatives, to develop a timeline and priority for assimilating newly identified acquisition and technology personnel into the official Army Acquisition Workforce (AAW). This group will also address DAU training workload requirements and certification timelines.

The working group has developed a model that uses occupational and organizational data to identify the workforce and includes only key acquisition and technology workforce members (not clerical or support personnel). It is consistent among all the Services and the Office of the Secretary of Defense. The model allocates personnel into one of the following three categories based on occupation and function:

- **Category I** includes certain occupational areas across all Department of Defense (DOD) organizations (e.g., contracting).

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We're With You in the Changing Process

This autumn ushered in several changes for the Acquisition Career Management Office (ACMO). For those of you who don't know me, I'm Sandy Long, and on Sept. 12, 2000, I assumed duties as Acting ACMO Director. In September, COL Roger Carter, former ACMO Director, retired from the U.S. Army and accepted a position as Program Executive Officer at the National Security Agency. In addition, Mary Thomas,



Sandy Long,
Acting ACMO Director

former ACMO Deputy Director, was selected to attend the Industrial College of the Armed Forces for the next year. I know you will join me in extending both of them our gratitude and best wishes for the future. Also, as we go to press, COL John Como has been

designated as the Acting Deputy Director for Acquisition Career Management. He will also continue to

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New CDG Welcomed, Old Bids Farewell



YG01 CDG

Thirty-one newly selected civilian and military Competitive Development Group (CDG) members were formally inducted into the program during an orientation session hosted by the ACMO Aug. 8–9, 2000, in Springfield, VA. This newest year group (YG), comprised of 25 civilian and 6 military members, received an overview of the CDG Program from COL Roger Carter, then Acting Deputy Director for Acquisition Career Management (DDACM) and ACMO Director. Mary Thomas, then ACMO Deputy Director, discussed the components of the Army Acquisition Corps (AAC) vision as it relates to building future leaders and gave an in-depth presentation on the Acquisition Career Development Plan. Karen Walker, Army Acquisition Executive Support Agency (AAESA) Director, also addressed the group, and reviewed AAESA's mission, function, operations, and organizational structure. The group also participated in training sessions on the following topics:

- Regional acquisition offices and Civilian Personnel Advisory Centers, presented by Carolyn Creamer, Civilian Personnel Management Specialist, AAESA Personnel Management Division;
- Budget, funding, and resource management, presented by Junius Wright, Budget Officer, AAESA Resource Management Division;
- The role of the Acquisition Management Branch (AMB) of the U.S. Total Army Personnel Command (PERSCOM), presented by Gail Dinocolantonio, then AMB Acquisition Career Manager (ACM) for the Northeast and

Central regions, and LaVerne Kidd, AMB ACM for the Southern and Western regions;

- The Civilian Acquisition Workforce Personnel Demonstration Project, presented by Jerry Lee, Senior Analyst, Science Applications International Corporation, and Sandy Long, National Capital Region Director for Acquisition Career Management; and
- "Growing Leaders for the 21st Century," facilitated by Sharon Senecal, a management training consultant.



LTG Paul J. Kern, keynote speaker at YG97 CDG graduation.



YG97 CDG

Year group 2001 members were honored at a formal dinner featuring Keith Charles, Acting Director, Acquisition Education, Training, and Career Development, Office of the Deputy Under Secretary of Defense for Acquisition Reform, as the guest speaker. Each member was presented with a framed citation containing an AAC coin and a CDG pin, signifying their accession into the AAC. The orientation session culminated in a formal commencement ceremony recognizing the first-ever CDG graduating class, YG97. LTG Paul J. Kern, Army Acquisition Corps Director, delivered the keynote address.

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serve as Chief of Staff for the Assistant Secretary of the Army for Acquisition, Logistics and Technology.

Despite these changes, the ACMO is always ready to provide the information and assistance you need to advance your acquisition career. I am personally committed to this and intend to ensure continued and seamless service until a permanent director is named. I will also continue to serve in my regular assignment as the National Capital Region Director for Acquisition Career Management.

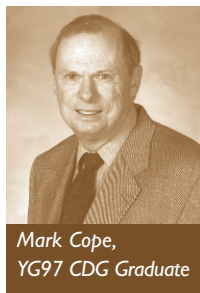
I am pleased to present you with the fall edition of the AAW Newsletter. This issue covers a variety of topics

from the process of defining the new workforce and a focus on some Competitive Development Group 1997 participants to an update on Fort Lee's Architect-Engineer Initiative and the recent Acquisition Education, Training and Experience Board results. Also, don't miss the Guest Editorial by LTC (ret) Brad Naegle from the Naval Postgraduate School.

I am looking forward to the challenges ahead as the Acting Director of the ACMO. Please don't hesitate to contact my office or your Acquisition Career Manager (ACM) for assistance with your career development needs. A current listing of ACMs can be found on the AAC home page at <http://dacm.sarda.army.mil/contacts>.

Where Are They Now? YG97 CDG

In the next few issues of the AAW Newsletter, we will feature some YG97 CDG graduates. Here is an in-depth look at three YG97 CDG members.



Mark Cope,
YG97 CDG Graduate

Mark W. Cope is the Assistant Project Manager and Team Chief for Combat Support, Project Manager (PM) Heavy Tactical Vehicles (HTV), U.S. Army Tank-automotive and Armaments Command (TACOM), Warren, MI. He is responsible for cost, schedule, and performance for PM, HTV-managed engineering programs, including the Improved Ribbon Bridge (IRB), Heavy Dry Support Bridge (HDSB), Rapidly Emplaced Bridge for the Brigade Combat Team Engineer Mission Modules and other systems. He leads the government Integrated Process Team (IPT) for these systems and the joint contractor/government IPT for the HDSB. He also manages procurement and research, development, test, and evaluation funding for these programs and has managed acquisition projects including requirements determination, development of the acquisition strategy, and preparation of performance specification. Both the IRB and HDSB contracts were awarded during his tenure.

Upon his selection to the CDG Program in May 1998, Mark was placed in several training assignments to learn about program analysis, procurement analysis, and testing procedures. He was appointed as the temporary Executive Officer to the Director for Systems Acquisition (DSA), TACOM. He was then transferred to the PM, Light Tactical Vehicles, where he was responsible for testing the High Mobility Trailer and managing acquisition of the seatbelt kits and Self-Recovery Winches for the High Mobility Multipurpose Wheeled Vehicle (HMMWV). Mark has been with the Army for 23 years. He is Level III certified in Program Management and Acquisition Logistics.

Mark has enjoyed meeting and learning from the other CDG members. "I also enjoyed having the chance to try new

things like being the Executive Officer for the DSA, which I would not have been able to do without being in the

CDG," he says. "As an executive officer, I learned what consumes the time of senior management and what it takes in terms of a work ethic to be a success at that level." Mark's advice for new CDG members: "Go into the program to try something new. Do something different for at least the first year. If you start off treating your time in the CDG as a job hunt, many of the benefits will be wasted. If you improve your skill and knowledge base, you will not have trouble obtaining a promotion. This is your chance to do something you want to do, so do it!"



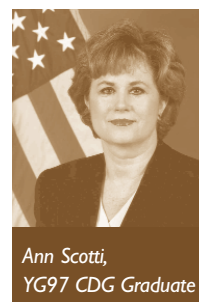
Shirley Hornaday,
YG97 CDG Graduate

and submission of the Defense Acquisition Executive Summary, Selected Acquisition Report, Acquisition Program Baseline, and Smart Charts. She also manages all Integrated Digital Environment and automation activities, acquisition management processes, Single Process Initiative actions, audit activities, and congressional actions. In addition, Shirley manages the THAAD Project Office administrative functions including personnel actions, management control, credit card program, training, travel, and employee awards. THAAD is a complex weapon system consisting of a missile, launcher, radar, and battle management element.

Shirley joined DOD in 1986 as a cost/price analyst on the HAWK, PATRIOT, and PERSHING weapon systems. Since then, she has been a contracts specialist and contracting officer for the CHAPARRAL and LOSAT weapon systems; an administrative contracting officer in Pusan, Korea; lead procurement analyst for the Army Materiel Command's project to incorporate electronic commerce/electronic data interchange into its automated procurement system; a contract specialist for the AVENGER weapon

system; and a program analyst for the THAAD weapon system.

Shirley says the people she met and relationships she established were her favorite parts of the CDG Program. "As a CDG member, I have developed a unique network of friends and peers. When I need help, I can call on any CDG member or ACMO staff member," she says. According to Shirley, the most beneficial part of the program was the training. "I had the opportunity to attend a congressional operations class and spend a day at the National Training Center seeing how the soldiers use the equipment we buy." Shirley says that initiative is key if you want to be selected for the CDG. Her advice: "Make the most of the opportunities you are given; try as many things as you can in the three years. Don't sit back and wait for someone else to give you assignments."



Ann Scotti,
YG97 CDG Graduate

Ann Scotti is the new Product Manager for the Automatic Identification Technology Program (AIT), Program Executive Office, Standard Army Management Information Systems at Fort Belvoir, VA. AIT provides commercial off-the-shelf technologies that offer rapid and accurate automatic identification, data collection, keyholes data entry, and data processing, storage, retrieval, and transmission systems for the Army and other federal agencies worldwide. Ann provides overall direction and guidance for the development, acquisition, testing, product improvement, fielding, and maintenance of AIT products. Ann began civil service in 1985 as an intern with the Command and Control Support Agency, a field-operating agency of the Deputy Chief of Staff for Operations and Plans at the Pentagon. She was then assigned to the Defense Telecommunications Service in Washington, DC, where she worked on the Telecommunications Modernization Project (TEMPO). She transferred to the Defense Supply Service in Washington, DC (DSS-W), where she was the Branch Chief and Contracting Officer for TEMPO and numerous other information technology contracts. She also served as the Chief of the Contracting Division for

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PMs and Commanders of the Year Awarded

The Army's Project Manager/Product Manager/Acquisition Commanders of the Year Awards were given in recognition of outstanding achievements during a special ceremony at the annual Army Acquisition Workshop Aug. 23, 2000, in Orlando, FL. Paul J. Hoeper, Assistant Secretary of the Army for Acquisition, Logistics and Technology and the Army Acquisition Executive, presented the awards to the following recipients:

COL Stephen V. Reeves, Project Manager, Nuclear, Biological and Chemical Defense Systems (PM, NBC), received the Army's Project Manager of the Year Award for FY99. He was cited for executing all assigned programs within budget, cost, and schedule variance, and for exceeding all DOD and HQDA goals for obligations and disbursements. During the past year, Stephen was credited with leading NBC defense teams in fielding more than 150,000 items of NBC defense equipment valued at approximately \$200 million. By adopting a full life-cycle management approach, Stephen effectively established multiple operations and sustainment cost

reduction efforts across multiple product lines. This effort is expected to result in savings of more than \$40 million during the next seven years.

LTC Charles H. Driessnack, Product Manager, National Missile Defense (NMD) In-Flight Interceptor Communication System (IFICS)/Communications, was recognized as the Army's FY99 Product Manager of the Year. He was cited for restructuring the IFICS Program and establishing an aggressive prototype development program to minimize cost, schedule, and technical risks, and to improve performance. He is also responsible for restructuring the NMD communications architecture and acquisition strategy resulting in cost-as-an-independent-variable savings to the government of \$2 billion. Additionally, Charles led a highly effective joint-Service team that ensured the NMD IFICS would successfully communicate weapons task plans to the NMD interceptor and ensure target impact.

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- **Category II** is composed of specific occupational series in specific organizations and is divided into two subcategories (IIA and IIB).
 - **Category IIA** includes occupations in mainstream developmental organizations (e.g., program executive offices and program management offices).
 - **Category IIB** is composed of occupations in research and development organizations.
- **Category III** is used to add any key acquisition and technology positions not listed above or to delete any Category II positions that are not applicable.

The following acquisition functions, applicable to all DOD organizations, have been identified for use with the model:

- Requirements Development; Systems Planning; Research, Development,

- and Engineering; Test and Evaluation; and Science and Engineering;
- Program Management;
- Information Technology;
- Industrial/Contract Property Management;
- Contracting and Procurement;
- Production;
- Contract Auditing;
- Business, Cost Estimating, and Financial Management;
- Management; and
- Logistics Planning and Management.

The result of applying the new definition methodology to the workforce will be an increase in the total number of acquisition professionals. In the short term, this sudden increase will impose a challenge to DOD in meeting training and education requests. The ACMO will manage this closely to ensure that all workforce professionals receive the training and education they require.

ACMO Welcomes Newly Appointed ACM Staff

National Capital Region

Acquisition Career Manager:
Janet Jones, (703) 805-1052,
Janet.Jones@aaesa.belvoir.army.mil

Career Assistant:
Anne Galway, (703) 805-1069,
Anne.Galway@aaesa.belvoir

Northeast Region

Acquisition Career Manager:
James McCarthy, (732) 427-1695,
James.McCarthy@mail1.monmouth.army.mil

Career Assistant:
Janice Kurry, (732) 427-1692,
Janice.Kurry@mail1.monmouth.army.mil

Central Region

Career Assistant:
Deborah Gower, (810) 574-5693,
Gowerd@tacom.army.mil

Western Region

Acquisition Career Manager:
Edna A. Chavez, (505) 678-2041,
Chavez@mt.wsmr.army.mil

Career Assistant:
Patricia Villalobos, (505) 678-1718,
Villalop@mt.wsmr.army.mil

PERSCOM

Acquisition Career Managers:
Eileen Reichier, (703) 325-3222,
Reichlee@perscom.army.mil
Giselle Whitfield, (703) 325-9690,
Whitfie@perscom.army.mil

For a complete listing of Acquisition Career Managers and other points of contact, visit the Army Acquisition Corps home page at <http://dacm.sarda.army.mil/contacts>.

Check out the New DAU Website

The Defense Acquisition University has a new website! Be sure to visit it at <https://dau.fedworld.gov/dau/index.htm> and check out the catalog, including a complete listing of online courses.

TRADOC/FORSCOM Architect-Engineer Contracting Conference and Workshop

Submitted by Robert Winne, Architect-Engineer Contracts Manager for the Fort Lee, VA, Directorate of Public Works Architect-Engineer Initiative

The first-ever U.S. Training and Doctrine Command (TRADOC)/Army Forces Command (FORSCOM) Architect-Engineer (A-E) Contracting Conference and Workshop was held in Colorado Springs, CO, July 19–20, 2000. The conference was hosted by the Fort Carson Directorate of Contracting (DOC) and facilitated by Robert Winne, A-E Contracts Manager for the Fort Lee, VA, Directorate of Public Works (DPW). Attendees included representatives from the DOCs and DPWs from installations presently contracting for A-E services: Fort Benning, GA; Fort Carson, CO; Fort Dix, NJ; Fort Leavenworth, KS; and Fort Lee, VA. Also attending were representatives from several other installations scheduled to begin contracting for A-E services in the near future: Fort Campbell, KY; Fort Huachuca, AZ; Fort Leonard Wood, MO; and Fort Sill, OK. In addition, representatives from the respective Principal Assistant Responsible for Contracting (PARC) offices were also in attendance as was a representative from the TRADOC Office of the Engineer. This gathering of acquisition and engineering professionals solidified the confidence that senior leadership at the individual installations and top management at the major command level have with this proven contract program.

The objective of the conference was to discuss topics and resolve issues related to A-E contracting at the installation

level and to discuss general contracting issues relative to A-E services. During the two days, many items of interest associated with the Brooks Act (which establishes the procurement process by which A-E firms are selected for design contracts) and the procurement of A-E services were briefed and discussed. Such topics included:

- Regulations governing the selection process,
- Negotiating strategies for A-E Indefinite Delivery Contracts (IDCs) and task orders,
- The administration of contracts and task orders,
- The development and structure of Independent Government Estimates (IGE) for IDCs and individual task orders,
- The design review process, and
- The six-percent statutory limitation for design projects.

In April 1997, TRADOC received permanent A-E contracting authority after a successful two-year test that involved five TRADOC installations. TRADOC's success caught the attention of the FORSCOM PARC office in 1998. The FORSCOM PARC staff began asking how they could obtain such contracting authority. Personnel from the TRADOC PARC office and Fort Lee assisted FORSCOM with the procedures to request authority and helped educate personnel on the various facets of their program and A-E contracting. This effort enabled FORSCOM to successfully

obtain A-E test authority in April 1999. Under the test agreement, selected FORSCOM installations (Forts Carson, Dix and Campbell) have been granted authority to contract for A-E services until April 2002. At the conclusion of the test period, an evaluation team comprised of personnel from the Assistant Secretary of the Army for Acquisition, Logistics and Technology and the U.S. Army Corps of Engineers will conduct an evaluation of the FORSCOM program for the purpose of granting them permanent contracting authority.

This collaboration between TRADOC and FORSCOM is a model for establishing cross-command working relationships to learn, share, and develop feasible solutions to a variety of contracting issues. The formal alliance between TRADOC and FORSCOM began in June 2000 as both commands joined forces to conduct the 1st Annual TRADOC and FORSCOM Acquisition Conference.

The A-E conference not only provided a thorough overview of the A-E contracting processes, but also established a working network for acquisition and engineering personnel within both commands. This joint effort by TRADOC and FORSCOM is anticipated to be a productive relationship because it will assist DOC and DPW personnel involved with this unique contracting venture in becoming better equipped to service the installations' architectural and engineering requirements. For more information, contact Robert Winne at (804) 734-5150, DSN 687-5150, winner@lee.army.mil.

YG97 continued from page 3

Headquarters, U.S. Army Operations Test and Evaluation Command (now the Army Test and Evaluation Command) in Alexandria, VA. While in the CDG Program, she was assigned to the Joint Collection Management Tools Program as the Deputy Product Manager and later as the Acting Product Manager. Before being selected as the AIT PM by the Army Command Selection Board, she was a procurement analyst at Headquarters, U.S. Army Materiel Command in Alexandria, VA. Ann is a Certified Pro-

fessional Contracts Manager and was awarded the Superior Civilian Service Award at DSS-W. She was also recently selected to be a member of the Defense Leadership and Management Program.

Ann's favorite part of the CDG Program was the expanded training, leadership, and career development opportunities. "The cross-functional training and advanced leadership/management courses provided me with increased motivation, professionalism and an increased desire to excel," she says.

The most beneficial aspect of the program for her career was the opportunity to become certified in multiple acquisition disciplines. "There is unique potential for service, contribution, and professional growth in the CDG Program," says Ann. "Candidates must be prepared to step outside of their comfort zone and take advantage of the many opportunities that the CDG Program has to offer. The training and education is demanding and you must be willing to change career fields and accept assignments anywhere in the Army."

Naval Postgraduate School Offers Distance Learning Master's Programs

The AAC provides an opportunity for acquisition professionals to earn master's degrees through the Naval Postgraduate School (NPS) while continuing in their current positions and without taking extended leave. The AAC sponsors the NPS Master of Science in Contract Management (MSCM 835) and Master of Science in Program Management (MSPM 836) Distance Learning (DL) Programs for the Army. These part-time programs enable AAW members to pursue a master's degree while continuing to work at their assigned location. Such opportunities were previously restricted to senior military and civilian staff. Both the contract management and program management courses are completed in four months. Classes are held approximately two days a week via video teleconference, both during and after duty hours. The last quarter of these programs is completed through an accelerated eight-week session in residence at the NPS in Monterey, CA.

The Master of Science in Contract Management (MSCM 835) DL Program provides an advanced education in the concepts, methodologies and analytical techniques necessary for successful management of acquisition and contracting within complex organizations. The curriculum focuses on problem-solving and decisionmaking within the acquisition environment utilizing case studies, teaming exercises, hands-on applications, active participation, and other similar activities. Lecture and laboratory tasks require the application of critical-thinking to problem-solving within actual situations. The curriculum provides students with the knowledge, skills, and abilities to manage and lead effectively in systems buying, field contracting, contract administration, and contracting policy offices. MSCM 835 is currently being piloted at Fort Monmouth, NJ, and at Point Mugu and Port Hueneme, CA, where a total of 16 personnel are participating in the 27 month/50 credit-hour program. Another pilot MSCM 835 Program began in October in Huntsville, AL (see article on this page). The degree satisfies Defense Acquisition University

(DAU) mandatory training requirements for Level III certification in Contracting, meets the Defense Acquisition Workforce Improvement Act (DAWIA) requirement for 24 hours of business subjects, and meets the requirement for 90 hours of Continuous Learning credit.

The Master of Science in Program Management (MSPM 836) DL Program focuses on management skills in an acquisition environment. Examples of courses include "Economics for Defense Managers," "Public Policy," and "Budgeting and Managing from a Systems Perspective." Thirty-two participants are currently enrolled in pilot courses at Aberdeen Proving Ground, MD; Warren, MI; Fort Monmouth, NJ; and Huntsville, AL. An additional 11 participants began a new MSPM program at Huntsville in October 2000, bringing the Army's total number of participants in the MSPM curriculum to 43. Plans are also underway to offer the course in the National Capital Region in April 2001. MSPM 836 satisfies training requirements for Level III certification in the Program Management and Acquisition Logistics career fields, and Level III certification in the following career fields: Manufacturing Production; Quality Assurance; Systems Planning Research, Development and Engineering; and Test and Evaluation. It also satisfies DAWIA statutory requirements for 24 or 12 semester-hours of business disciplines, and provides 80 hours of Continuous Learning credit.

The AAC also sponsors two resident NPS acquisition degree programs in Acquisition and Contract Management (815) and Systems Acquisition Management (816). These are full-time, 18 month-long programs held at the NPS.

For more information on NPS courses, see the Acquisition, Education, Training and Experience Catalog available online on the AAC home page at <http://dacm.sarda.army.mil/careerdevelopment> or the NPS website at <http://www.nps.navy.mil>, or contact Brad Naegle at (831) 656-3620, DSN 878-3620, bnaegle@nps.navy.mil.

Huntsville Starts New NPS Program

The Huntsville, AL, acquisition community recently inaugurated a Naval Postgraduate School (NPS) Master of Science in Contract Management (MSCM 835) Program. Five students were selected in August by the Acquisition Education, Training and Experience Board to participate in this new program. They join 11 other Huntsville students chosen to participate in the NPS Master of Science in Program Management (MSPM 836) curriculum. This marks the second Huntsville MSPM class; the first class of 12 (the most chosen from any region) began their program last October and will graduate in December 2001 at the NPS in Monterey, CA. Graduation ceremonies for this year's classes will be held in December 2002.

According to Maxine Maples, Southern Region Director for Acquisition Career Management, command commitment and supervisory involvement are critical to the success of these programs. "The support of command leadership and their staff for these programs and the commitment to student success are exemplary in the Southern Region," she said.

For a listing of this year's AETE Board selectees, including those from Huntsville, see page 10. For an in-depth look at the NPS MSPM 836 and MSCM 835 Programs, see the article on this page.

Acquisition Awards Link

Finding award information is now easier! Visit the Defense Acquisition Deskbook Awards link to access the consolidated database of award programs available to the acquisition community. The Deskbook database can be accessed at <http://www.deskbook.osd.mil>, by clicking on the "Awards" tab.

Guest Editorial

Educating the Future Army Acquisition Workforce

Submitted by LTC (ret) Brad Naegle, Lecturer, Naval Postgraduate School

The Army is facing one of its greatest challenges ever as approximately 50 percent of the civilian workforce become eligible for retirement or early separation between now and 2005. During the Acquisition Workforce downsizing of the 1990s, the Army instituted two proactive initiatives in addition to traditional Reduction-In-Force (RIF) and hiring freeze practices: Voluntary Early Retirement Authority (VERA) and the Voluntary Separation Incentive Program (VSIP). One of the purposes of VERA and VSIP was to provide separation incentives for people looking to exit government employment before retirement, thereby reducing the number of RIF actions required. This meant that younger government employees, those most likely to be forced out during a RIF, could be retained as each VERA and VSIP exercise reduced the RIF requirement. These initiatives effectively reduced the workforce as intended, but another major problem remains: the Army's professional acquisition experience base is dwindling too rapidly.

Part of the solution is to hire new people, lots of new people! In his Aug. 23, 2000 Washington Post article entitled



LTC (ret) Brad Naegle, Naval Postgraduate School

"Graying Defense Department's Mission: To Recruit Acquisition Experts," Stephen Barr stated clearly, "... the Pentagon has to get back into hiring civilians with the same zest with which it goes after youngsters for the armed forces. But the hiring has to meet different goals than in the past, because Charles (Keith Charles, Acting Director, Acquisition Education, Training, and Career Development, Office of the Deputy Under Secretary of Defense for Acquisition Reform) believes the Pentagon will need a corps of sophisticated acquisition experts who not only possess narrow technical skills but also have a broad perspective and can act like general managers." This is no easy task in today's tight labor economy where business firms compete ruthlessly for talent.

The influx of new people into the AAW will drive the demand for training and education to new levels. Recognizing this, the Naval Postgraduate School (NPS) is developing and offering many new courses designed to accommodate the needs of the professional Acquisition Workforce. Traditionally, the NPS has offered DOD civilians and officers resident master's programs in acquisition and contracting. While these are excellent programs that include numerous Defense Acquisition University (DAU) equivalency certificates in addition to the master of science degree, they require 18 to 21 months away from the workplace and have not been extremely popular with the civilian workforce.

Acquisition leadership recognizes the need for education and training, but they also have a mission to accomplish and must have the Acquisition Workforce in place to perform their jobs. In an effort to address this issue, the NPS is offering a wide variety of Distance Learning (DL) Programs and courses that do not require students to leave their duty stations (see NPS article on page 6 for more details). Utilizing resident expertise combined with the NPS's industry and academic partnerships, these courses and programs offer study in focused acquisition-related technical subjects as well as broad acquisition and business areas. While all courses are challenging and require graduate-level effort, supervisors and their students currently enrolled are finding that they are able to balance both their course and job workloads.

From full master's programs in acquisition and contracting to the Advanced Acquisition Program and individual DAU equivalent courses (granting certificates), the NPS offers the workforce training and educational opportunities that minimally impact the day-to-day workload and require little or no travel. For general information on NPS acquisition-related courses and programs, log on to <http://web.nps.navy.mil> or <http://web.nps.navy.mil/~sm/off-site.html> for DL programs and course availability. You may also contact Brad Naegle at (831) 656-3620, DSN 878-3620, bnaegle@nps.navy.mil.

Kudos to...

Thanks to all the workforce members who have submitted information for this section. If you know someone who deserves a "Kudos to" for a recent accomplishment, please submit the information to the Acquisition Career Management Office, Cindy Stark, SAAL-ZAC, (703) 604-7123, DSN 664-7123, starklc@sarda.army.mil.

MAJ Richard L. Williams, Army Test and Evaluation Command, Alexandria, VA, graduated in September from the Naval Postgraduate School with a master's in systems acquisition management. Congratulations to Richard!

Congratulations to **CPT (P) James P. Ross**, Contracting Officer at Lett-kenny Army Depot, Chambersburg, PA, who recently received his Certified Professional Contracts Manager

(CPCM) certification. The CPCM Program recognizes individuals who have attained a high level of education, experience, and training in the procurement and contracting profession. The certification is elective to each individual and may be attained by all members of the acquisition field, both military and civilian, as well as DOD and private industry.

Architect-Engineer Contracting

Fort Lee's Team Philosophy

Submitted by Robert Winne, Architect-Engineer Contracts Manager for the Fort Lee, VA, Directorate of Public Works Architect-Engineer Initiative

The spring 1999 issue of the AAW Newsletter featured an article about Fort Lee's successful efforts to procure architect-engineer (A-E) services. Following is an update on the program.

Two and a half million dollars in cost savings ... contract awards in excess of \$6.2 million dollars ... construction projects valued at more than \$83 million dollars ... these are the impressive figures associated with the program known as the Fort Lee Architect-Engineer Initiative (AEI). For more than five years, the Fort Lee Directorate of Public Works (DPW) and Directorate of Contracting (DOC) have participated as business partners in developing, implementing and managing the AEI. This innovative and streamlined contracting program combines the functional and technical expertise of both acquisition and engineering professionals. Today, the Fort Lee AEI is used as the model A-E contracting program within the U.S. Training and Doctrine Command (TRADOC) and is helping to revolutionize the entire U.S. Army's business practices for the contracting of A-E services.

In 1994, the TRADOC Acquisition Directorate requested a waiver to the Army Federal Acquisition Regulation (AFAR) that would allow individual TRADOC installations the authority to procure A-E services. Prior to this time, the AFAR cited only the U.S. Army Corps of Engineers as having authority to procure for such services. TRADOC was granted a two-year waiver by the Secretary of the Army for Research, Development and Acquisition, providing selected TRADOC installations the authority to procure A-E services. Fort Lee was one of five TRADOC installations to participate and procure A-E services under the test program. After a successful two-year test period, TRADOC was granted permanent A-E contracting authority and in July of 1997, AFAR 36.600-90 "Authority for Architect-Engineer Contracting" was rewritten and implemented.

Prior to the implementation of Fort Lee's program in February 1995, key acquisition and engineering personnel received mandatory training associated with A-E contracting. In addition, Fort Lee personnel received valuable assistance and support from the contracting staff of their

Corps of Engineers District Office. This dedicated support from the District, coupled with the training, proved to be invaluable to the DPW A-E staff in that it provided a solid foundation upon which to build this program.

What distinguishes Fort Lee's program from a typical DPW design project is that the entire process is accomplished with acquisition and engineering personnel

A-E Contracting continued on page 11

Coloring Contest Participants

The ACMO would like to extend a sincere thank you to all those who submitted entries for the AAC's "Color a Crusader" coloring contest in September. A total of 58 entries were received from participants ranging in age from 20 months to 17 years and residing in states from Alabama to Virginia. Selected entries were displayed at the AAC exhibit at the AUSA Annual Meeting, Oct. 16-18, at the Marriott Wardman Park Hotel in Washington, DC.

Amanda Bateman , age 10	New Jersey	Alex Mudd , age 8	Maryland
Anthony Bogetti , age 5	Delaware	Amanda Nappi , age 13	New Jersey
Abby Bruns , age 11	Iowa	Steven James Oakson , age 10	Vermont
Neil Burke , age 9	Virginia	Alex Pelissero , age 12	Georgia
Steven Carlson , age 9	Illinois	Noah Pincoski , age 3	Alabama
Rebecca Clausen , age 10	Michigan	Christina Pinto , age 3	New Jersey
Michael Corsello , age 12	New Jersey	Susan Pizza , age 5	New Jersey
Katie Creech , age 16	Oklahoma	Arthur Pizza , age 9	New Jersey
Lisa DeBenedictis , age 6	New Jersey	Joe Pottratz , age 10	Alabama
Ashley Evans , age 5	West Virginia	Jennifer Prendergast , age 4	Oklahoma
Austin Fierko , age 6	Florida	Kenny Reisweber , age 9	Virginia
Leandra Foley , age 8	Iowa	Natalie Reisweber , age 6	Virginia
Blaise Fortier , age 6	Alabama	Maria Blair Serrano , age 4	North Carolina
Kyle Gabbard , age 5	New Jersey	Melissa Shelley , age 7	Maryland
Derek Gautreaux , age 8	Alabama	Jason Sizenmore , age 12	Maryland
Johnathan Graham , age 13	Georgia	David Slicker , age 8	Alaska
Christopher Hammond , age 3	Virginia	Riley Starks , age 5	Maryland
Betty Hearn , age 13	Virginia	Rusty Starks , age 6	Maryland
Kelsey Hearn , age 5	Virginia	Carmen Still , age 8	Arkansas
Larissa Hill , age 17	Virginia	Kyle Still , age 6	Arkansas
Ashley Jackson , age 7	New Mexico	Chelsea Stroyan , age 7	Florida
Kenresa Jones , age 11	Kentucky	Brittney Sutton , age 3	Virginia
Hanan Kazbour , age 9	Michigan	Brianne Talmadge , age 9	New Jersey
Robert Kowalski , age 10	New Jersey	Philip Traylor , age 6	Alabama
Claire Lambert , age 20 mos.	Virginia	Jason Vogt , age 10	Maryland
Sherry Lambert , age 12	Virginia	James Watiti , age 12	Texas
Katie Lepine , age 6	Virginia	Connor Williams , age 7	Tennessee
Noel Los , age 7	New Jersey	Shane Wolcott , age 11	Armies in the Pacific
Jonathan McDaniel , age 4	Maryland	Ross Woods , age 10	Alabama

Career News Briefs

ICAF Offers Senior Acquisition Course

The Industrial College of the Armed Forces (ICAF) offers a "Senior Acquisition Course" as an integral part of its overall curricula. This class is specifically geared for the senior acquisition professional and is considered the pre-eminent acquisition course by the AAC. The entire ICAF Program places an emphasis on material acquisition and joint logistics, and how they are integrated into the national security strategy for peace and war. The ICAF goal is to prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power.

Civilian AAC members grades GS-14/15 may apply for the ICAF Program. The following requirements must also be met:

- Must be assigned to a Critical Acquisition Position,
- Must be Level III certified in a primary acquisition career field and should be Level III certified in more than one acquisition field,
- Must possess an undergraduate degree,
- Should possess a graduate degree in an acquisition-related field,
- Must be identified by your organization as being on track for executive-level service, and
- Must have or be able to attain a Top Secret security clearance with a Special Background Investigation that

will not expire during your ICAF academic year.

Completion of the program fulfills the Office of Personnel Management educational requirements for Senior Executive Service status. Graduates are awarded a master's degree in national resource strategy and receive 10 Continuous Learning Points per quarter-hour or 15 per semester-hour. The next ICAF Program is scheduled for Aug. 13, 2001 through June 13, 2002. Applications must be submitted to PERSCOM no later than Dec. 15, 2000. The AETE Board will consider applications on Jan. 20, 2001. For more information, visit the AAC home page at <http://dacm.sarda.army.mil>.

Civilian Training with Industry Opportunities

If you are interested in participating in the Civilian Training with Industry (CTWI) Program, complete your application and submit it to PERSCOM by Dec. 15, 2000. The CTWI Program provides an opportunity for civilians to gain career-broadening experience while working in an industry environment. It also provides the participant's organization the means for employees to acquire necessary skills and expertise. During CTWI assignments, participants learn commercial best practices while gathering an understanding and appreciation for how a private enterprise functions. Both one-year and nine-month assignments are available. Civilian members of the AAW currently serving in acquisition positions may apply for the program if they meet the following requirements:

- Must have a bachelor's degree,
- Must be certified at Level III in at least one acquisition career field, and
- Must not be eligible to retire within three years following the one-year

assignment and within 27 months following the nine-month assignment.

Priority will be given to Corps Eligible and AAC members. Upon completion, 80 Continuous Learning Points are awarded. Applications will be reviewed by the AETE Board in January 2001. For more information, log on to the AAC home page at <http://dacm.sarda.army.mil>.

FY2002 Acquisition Command and Project Manager Applications Due

If you are interested in Acquisition Command or Project Manager positions for FY2002, submit your application to PERSCOM by Dec. 2, 2000. You must be an AAC member, currently in a position within the Army at grade level GS-14 or 15, or in a position at an equivalent grade level within a Demonstration Project. Please respond under Announcement Number FY2002 PM-02, available at http://www.perscom.army.mil/Opfam51/fy2002_pm_anncmt.htm.

CDG Application Deadline Extended

The closing date for the CDG announcement has been extended to Dec. 8, 2000. Please note all applications must reach the Acquisition Management Branch at PERSCOM no later than close of business on Dec. 8th.

Coming Soon ...

The Acquisition Career Management Office will soon solicit nominations for the 2000 Acquisition Career Management Advocate (ACMA) and Acquisition Career Manager (ACM) of the Year Awards. These awards recognize those individuals who have made highly significant contributions to AAW programs and initiatives while serving as an ACMA or ACM. Please visit the AAC home page for details and watch for the official announcement requesting nominations.

Awards continued from page 4

COL Andrew G. Ellis and LTC

William N. Patterson each received the Army's FY99 Acquisition Commander of the Year Award. Andrew was recognized for his achievements as Commander, U.S. Army Aberdeen Test Center (ATC), where he developed the concept of forming a limited liability company to include ATC staff and industrial and academic partners who would reduce the normal acquisition testing lead time while sav-

ing millions of dollars. Also, under Andrew's leadership, ATC became the Department of the Army's only pilot test and evaluation center for DOD's FY99-FY00 pilot programs. He is credited with championing a closeout of an A76 Study, resulting in immediate savings of \$2 million with sustained annual savings of \$3 million. He was also cited for his commitment to providing soldiers with the safest and best equipment available. William was recognized for his contributions as the Commander, Defense Con-

tract Management-Manassas, where he implemented a single process initiative calling for use of commercial practices in the purchase of desktop computer contracts and other commercial off-the-shelf items. This effort will eliminate the need for contract administration and will result in faster delivery of items to the warfighter at a reduced cost. William saved customers more than \$55 billion (he saved the Army \$8 million alone) in expiring funds during FY99.

Acquisition, Education, Training and Experience (AETE) Board Selectees

Congratulations to the following people who were recently selected by the AETE Board for various education, training and experience programs:

Scott Armstrong	USATSC Ft. Eustis, VA	Leadership Development Program
Barbara Binney	AAESA Ft. Belvoir, VA	Senior Executive Fellows
Elisa Boyer	U.S. Army Aviation and Missile Huntsville, AL	MS Contract Mgt, NPS
James Bozzard	AMC Alexandria, VA	Gateway to Business Mgt
Mahona Carleton	U.S.A. Aviation and Missile Huntsville, AL	School of Choice
Robert Carter	U.S.A. Test and Evaluation Aberdeen, MD	Leadership for a Democratic Society
Ronald Chronister	U.S.A. Missile Research Development Huntsville, AL	MS Program Mgt, NPS
Michael Cooper	U.S.A. OFC OF PM Saudi Arabia, Korea	MS Contract Mgt, NPS
Lisa Devlin	U.S.A. Armament and Chemical RIA, IL	School of Choice
Andrew Dobbs	U.S.A. SMDC Huntsville, AL	MS Program Mgt, NPS
Jerry Esquibel	U.S. Army Space and Missile Huntsville, AL	MS Program Mgt, NPS
Edward Ference	PEO Aviation Huntsville, AL	MS Program Mgt, NPS
Gail Foley	U.S.A. White Sands Missile WSMR, NM	Airborne Operations Greening Program
Wilma Freeman	U.S. Army Aviation and Missile Huntsville, AL	MS Contract Mgt, NPS
Beverly Fuller	PEO Tactical Missile Huntsville, AL	MS Program Mgt, NPS
Robert Golden	CECOM Ft. Monmouth, NJ	Leadership for a Democratic Society
Connie Goodwin	U.S. Army Aviation and Missile Huntsville, AL	MS Contract Mgt, NPS
Laurie Granda	U.S.A. Space and Missile Huntsville, AL	School of Choice
Margaret Haack	PEO Aviation Huntsville, AL	MS Program Mgt, NPS
Gloria Hemphill	PEO Tactical Missile Huntsville, AL	School of Choice
Edward Kierman	CECOM Ft. Monmouth, NJ	School of Choice
Neill Krost	U.S.A. Korea Contracting Korea	MS Sys Acq/Cont Mgt, NPS

Darin Kruse	U.S.A. Missile Research Development Huntsville, AL	Sys Acq Mgt, NPS
Rachel Kruse	U.S.A. Missile Research Development Huntsville, AL	Sys Acq Mgt, NPS
Philip LaFerriere	U.S. Army Aviation Res Dev Huntsville, AL	MS Program Mgt, NPS
Charles Lambert	ACMO Arlington, VA	Harvard Business School Program for Management Development
Thomas Lamphear	CECOM Ft. Monmouth, NJ	Brigade Field Training Exercise
Scarlet Leonard	U.S. Army Aviation and Missile Huntsville, AL	MS Program Mgt, NPS
Glenn McPherson	U.S.A. Missile Research Development Huntsville, AL	MS Program Mgt, NPS
Steven Miller	PM, Small Computer Ft. Monmouth, NJ	MS Program Mgt, NPS
Pamela Milton	U.S. Army Aviation and Missile Huntsville, AL	MS Contract Mgt, NPS
Pamela Myres	U.S. Army Aviation and Missile Huntsville, AL	School of Choice
Pamela Nevels	CBDCOM Yuma PG, AZ	Leadership Potential Seminar
Jerome Oelrich	CTR U.S.A. MISSILE RDE Huntsville, AL	MS Program Mgt, NPS
William Pearce	CTR U.S.A. MISSILE RDE Huntsville, AL	MS Program Mgt, NPS
Andrew Ramsey	PM Soldier Support Natick, MA	Executive Development Program
Daniel Schumacher	U.S. Army Space and Missile Huntsville, AL	Leadership Development Program
Debra Stueber	CECOM Ft. Monmouth, NJ	MS Contract Mgt, NPS
Joseph Tappel	U.S.A. Aviation and Missile Huntsville, AL	MS Contract Mgt, NPS
George Tatum	U.S.A. Missile Research Development Huntsville, AL	Brigade Field Training Exercise
Houston Townsend	COE Huntsville, AL	Senior Executive Fellows
Brenda Wilderson	PM IM TELCOM Pentagon Renovation Washington, DC	School of Choice
Yancy Williams	OUSDA(AT&L)/ARA Arlington, VA	Columbia Business School Senior Executive Program
Michael Williamson	U.S. Student Detachment Washington, DC	Harvard Business School Program for Management Development

AAW 2001 Briefings Are For You!

This last year, we have taken the AAW 2000 Briefing series to more than 20 installations Army-wide. Next year's briefing schedule will be posted on the AAC home page in December 2000. Log on at <http://dacm.sarda.army.mil> to find out when the new briefing will come to your region. This is an opportunity for you to hear first-hand from senior acquisition leaders about where the acquisition workforce is today, where we are going, and where we want to be! The briefings this coming year will bring you critical information

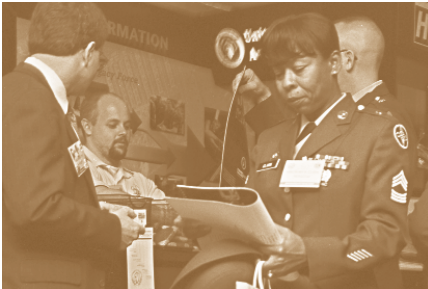
and include presentations by senior ACMO staff as well as COL Robert Reyenga, Chief of the Acquisition Management Branch at PERSCOM. These briefings are an opportunity for you to take charge of your career development and receive individual career assistance.

The visiting team will also consist of a Proponency Officer, an ACM, a Functional Acquisition Specialist, a Military Assignment Officer, and Acquisition Education and Training personnel. They will provide one-on-one career counseling, answer

questions related to issues such as Acquisition Career Record Briefs, Individual Development Plans, the AAC, Corps Eligible and Competitive Development Group membership, and provide assistance with any other acquisition career management issues. This is an excellent opportunity for you to obtain individual assistance. The ACMO also provides a forum to hear what you have to say about our programs and initiatives. We want your feedback! The AAW 2001 Briefings will be too important for you to miss, so be sure to attend!

AUSA 2000

The Association of the United States Army (AUSA) held its annual meeting Oct. 16-18 in Washington, DC. Below, participants visit the new AAC exhibit and acquisition career management suite at the Marriott Wardman Park Hotel. The theme for this year's exhibit, "MAKE IT HAPPEN," focuses on the members of the AAC and the Acquisition Workforce who are key to the successful transformation of the Army.



The Army Acquisition Corps Seal

The Army Acquisition Corps (AAC) seal ... what does it symbolize? The AAC seal routinely appears on the front cover of every issue of the AAW Newsletter, but have you ever wondered what it means? The seal entwines the Greek letters "Alpha" and "Omega" to symbolize an intricate and continuous process. The more predominant element of the seal, the eagle, represents vigilance and military preparedness, while the laurel denotes honor and achievement. The colors of the seal have a special significance as well: black symbolizes dependability and solidarity while gold and silver signify excellence and integrity.

A-E Contracting continued from page 8
from the Fort Lee DPW and the DOC; involvement from the Corps District is no longer required. Due to the streamlined processes established under this program, the DPW has significantly reduced the time and resources that are required to execute a project through to completion. In addition, Fort Lee has realized a substantial increase in the quality of the design packages as well as in the responsiveness of the A-E firms providing the design services.

Each DPW project manager is responsible for every aspect of the engineering portion of a project such as the development of the scope of work, construction estimates, conducting design reviews, etc. The contract specialist serves as the program manager for the Fort Lee program and is responsible for the pre- and post-award phases as well as providing oversight for the entire

program. The specialist also serves as a point of contact to assist other TRADOC installations on various A-E issues. Overall acquisition guidance is provided by the Fort Lee Director of Contracting, who also serves as the contracting officer for all contract actions. The DOC Chief of Contracting provides additional contract assistance and support when required. The DPW Chief of Engineering Services provides overall engineering and technical guidance and receives support from the entire DPW workforce. This total team concept ensures a superior product in a reasonable time frame with significant cost savings to the DPW.

Fort Lee also services the other DPWs within the Tidewater region—Forts Eustis, Story, and Monroe, VA. This sharing of contracting authority has greatly assisted the DPWs in the region and provided them with quick and efficient

service, saving both time and money. Personnel from the regional DPWs participate with the Fort Lee staff in serving on the various selection boards in determining the A-E firms for regional IDCs. This participation by each of the regional DPWs provides a sense of ownership and pride from all involved in the contracting venture. The program has provided the Fort Lee DPW with the opportunity and responsibility to control the business and acquisition process, which provides greater control, drastically decreased time and costs, and overall increased project quality. With A-E contracting authority, the DPW possesses the power and responsibility to make smart business decisions. This has created a business environment that has positively impacted the entire design program for the installation. For more information, contact Robert Winne at (804) 734-5150, DSN 687-5150, winner@lee.army.mil.

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Suggestion Box

This is your newsletter—we'd like to hear from you about the kind of information you'd like to see in it. If you have ideas for articles or if you'd like to submit an article for possible publication, please send it to the address below. We'd also like to know what you think about our newsletter and any suggestions you have for making it better.

The Army Acquisition Workforce Newsletter

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